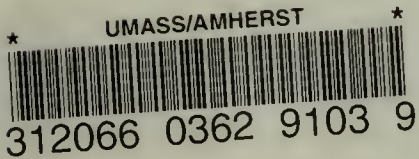


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GOVERNMENT DOCUMENTS
COLLECTION

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D.C.P.O.

THE OFFICE OF REAL PROPERTY

DECEMBER 1987

SECRET

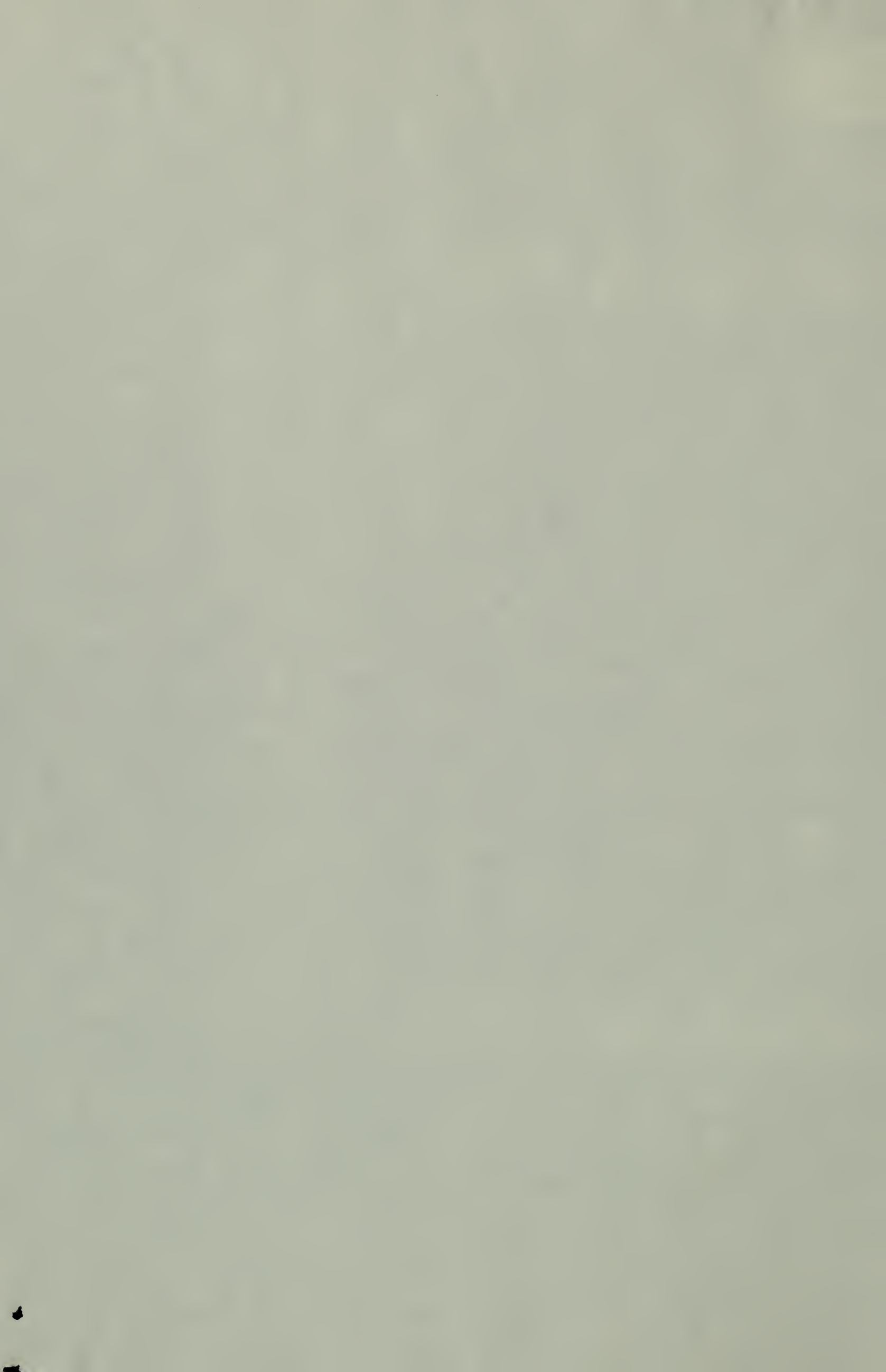


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OFFICE OF
REAL PROPERTY

THE MANDATE

"The Deputy Commissioner shall acquire interest in real property on behalf of the Commonwealth ..."

"The Deputy Commissioner may request from the General Court authorization to dispose of state real property determined to be surplus to state agency needs ..."

"If the Deputy Commissioner determines that the property is not needed for current or foreseeable state or direct public use, he shall declare that the property is available for disposition and shall identify restrictions, if any, on the property's use and development ..."

"The Deputy Commissioner may rent for a term not exceeding five years, premises outside of the State House or other buildings owned by the Commonwealth ..."

"The Deputy Commissioner shall establish and maintain a comprehensive inventory of the real property owned, rented or otherwise occupied by public agencies."

CHAPTER 7 MANDATE AT A GLANCE

ACQUISITIONS:

16,618 acres at \$91.7 million in the last two years

DISPOSITIONS:

270 active projects involving 2,249 acres

LEASING:

250 leases processed per year

900 leases in effect totalling 9 million square feet at \$90 million annually

LAND AND BUILDINGS:

400,000 acres of land and over 5,000 buildings

PROPERTY MANAGEMENT:

1,535 surplus acres under DCPO control

Two state office buildings

LEASING AND STATE OFFICE PLANNING

- State Office Master Plan:
 - Projection of office needs
 - Financial analysis
- Leasing System Automation
- State Service Center Prototypes
- State Computer Center Prototypes
- State Administrative Headquarters Prototypes
- Lease Processing
- Space Planning Studies

DEVELOPMENT PLANNING AND DISPOSITIONS

- Housing:
 - New Chardon Street 600 Units
 - Cushing State Hospital 600 Units
 - Boston State Hospital 200 Units
 - Salem Armory 50 Units
- Jobs:
 - Boston State Hospital 2,500 Jobs
 - Northampton State Hospital 1,500 Jobs
 - MCA Longwood 500 Jobs
- Recreation/Open Space:
 - Greylock Glen 1,000 Acres
 - Elm Bank 140 Acres

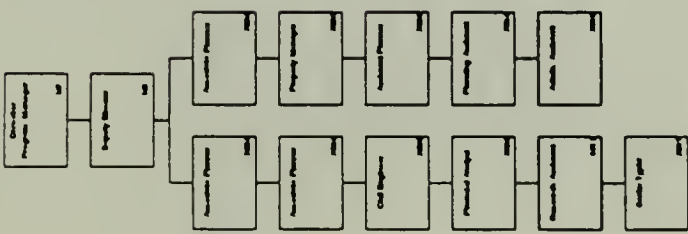
REAL PROPERTY RESEARCH AND DEVELOPMENT

- Portfolio management innovations
- State affordable housing site-finder
- State agency holdings analysis

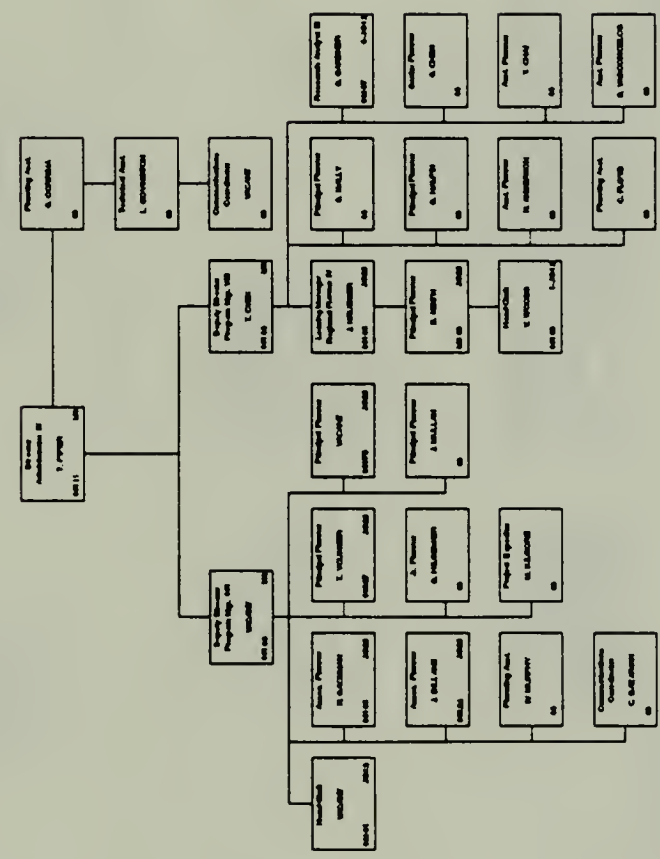
- **ACQUIRE STATE LAND**
Plan and complete land acquisitions for all state agencies.
Find sites for selected capital projects.
- **CONTROL SURPLUS LAND DECISION-MAKING**
Prepare comprehensive studies of state land needs.
- **DISPOSE OF STATE LAND**
Manage all disposition transactions for state agencies.
Prepare major development studies.
Manage the development process for major state projects.
- **LEASE STATE OFFICE SPACE**
Prepare the state office master plan.
Manage the leasing function for all state agencies.
Conduct major office space studies.
- **MAINTAIN STATE LAND INVENTORY**
Maintain and service computerized inventory.
Major research initiatives: affordable housing, DMH facilities, etc.

HOW WE HAVE GROWN

1983



PHASE I

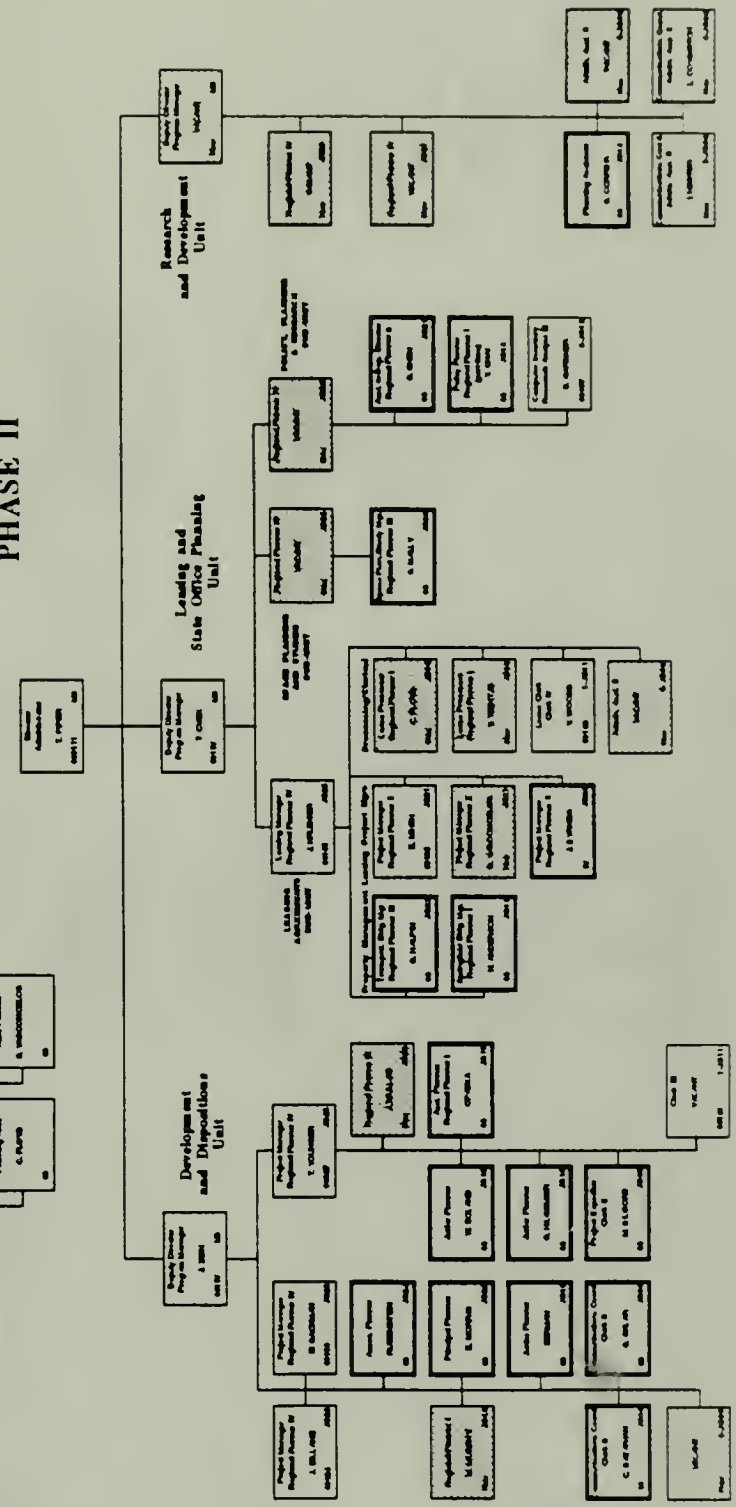


1. BUDGET: 1983	Operating \$ 315,000
	Bond Funded \$ 215,000
	TOTAL: \$ 530,000
1987	Operating \$ 737,000
	Bond Funded \$ 2,271,000
	TOTAL: \$ 3,008,000

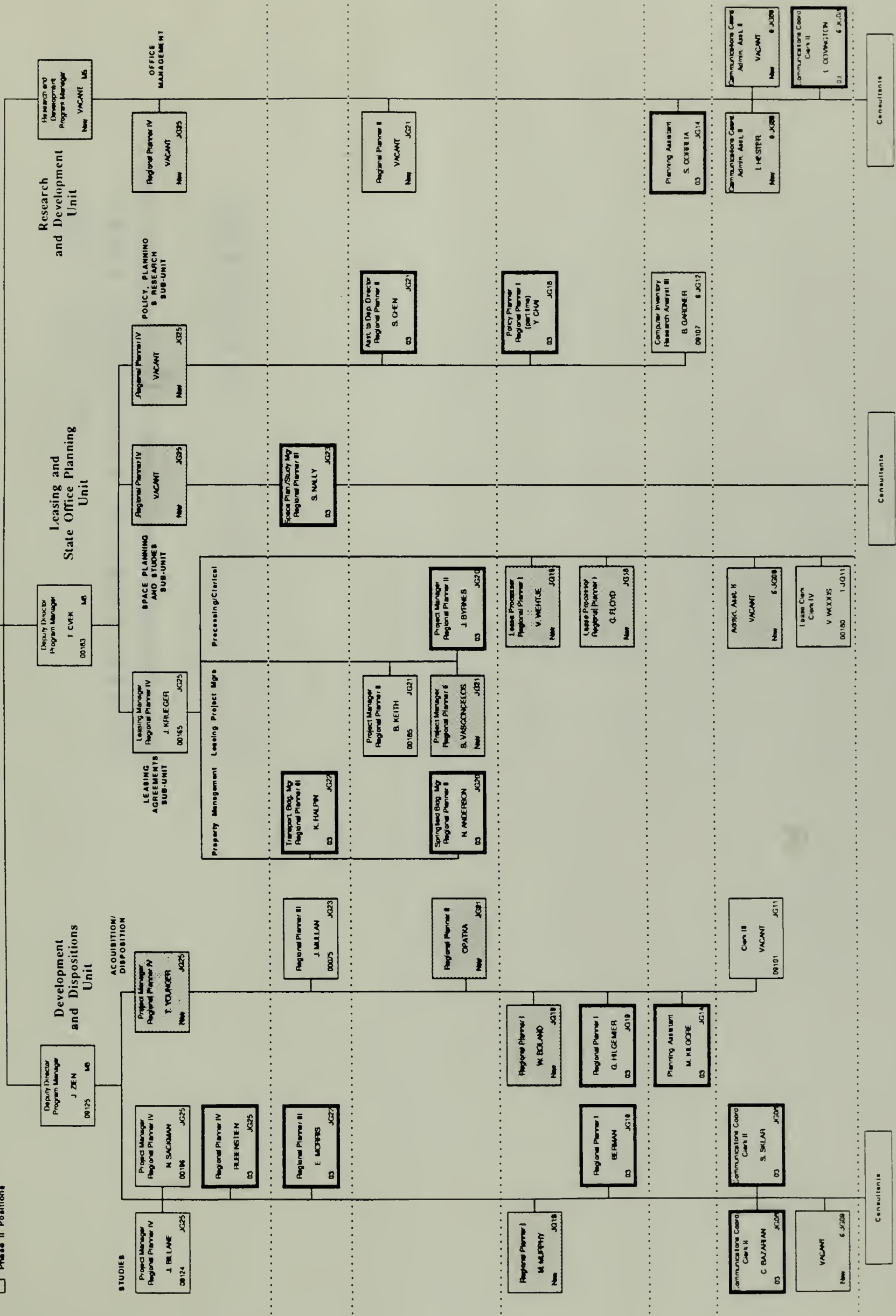
2. PEOPLE: 1980	2
1983	13
1987	42

3. UNITS: Leasing and State Office Planning
Development and Dispositions
Research and Development

PHASE II



**DCPO
OFFICE OF REAL**



LEASING AND STATE OFFICE PLANNING UNIT

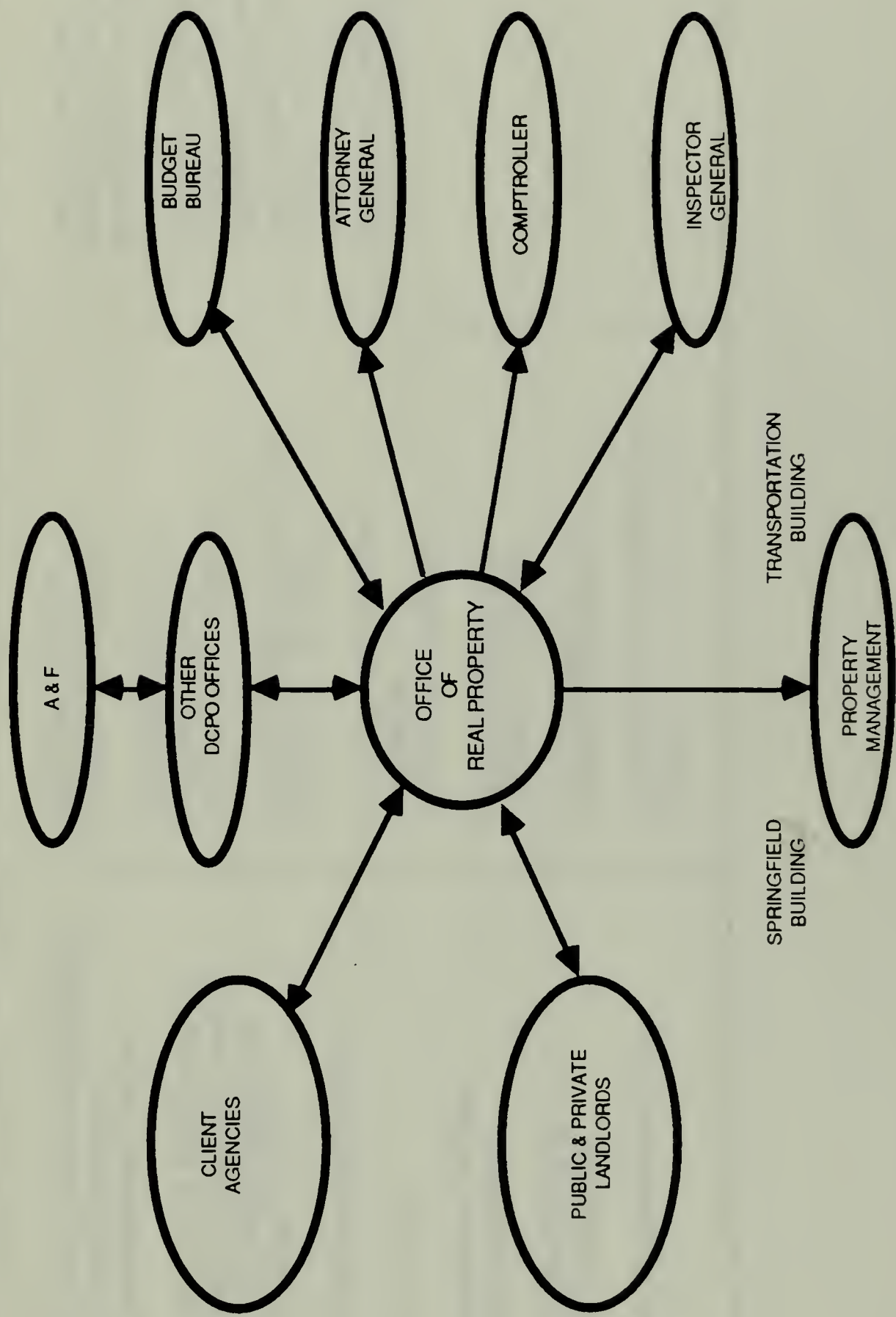
OVERVIEW

LEASING AND STATE OFFICE PLANNING UNIT

MISSIONS

The Leasing and State Office Planning Unit has, in carrying out its mandated responsibilities, direct influence over the size, programming, space, and location of all state offices not housed in state-owned buildings.

- To process all leasing agreements for state agencies not housed in state-owned buildings, totalling 116 agencies occupying over 9 million square feet of space at over \$90 million annually.
- To provide space programming/planning assistance to state agencies through leasing and/or facility plans/master plans.
- To oversee leasing, property management, and renovation of two state office buildings, the Transportation Building and the Springfield State Office Building.
- To plan state office accommodations through policy analysis, formulation, and master planning.



LEASING AND
STATE OFFICE PLANNING UNIT

PROJECTS

LEASING
SUB-UNIT

SPACE PLANNING
AND STUDIES SUB-UNIT

POLICY, PLANNING
AND RESEARCH SUB-UNIT

UNSIGNED LEASE AGREEMENTS:

- 250 Leasing Agreements are processed at any one time

SIGNED LEASE AGREEMENTS:

- 900 Leasing Agreements in effect totalling 9 million square feet at \$90 million annually

- 25 Complaints and Evictions

- File Conversion

- Transportation Building project management

- Springfield Building project management

- Marketing/Brokerage Network

- DMH/DMR STUDY
70,000 sf @ \$125,000

- DOR CHILD SUPPORT
ENFORCEMENT
60,000 sf @ \$122,000

- DOR PROCESSING DIVISION
85,000 sf @ \$113,000

- REGENTS COMPUTER
NETWORK
35,000 sf @ \$103,600

- DEQE, WORCESTER
17,000 sf @ \$18,000

- DEQE MASTER PLAN

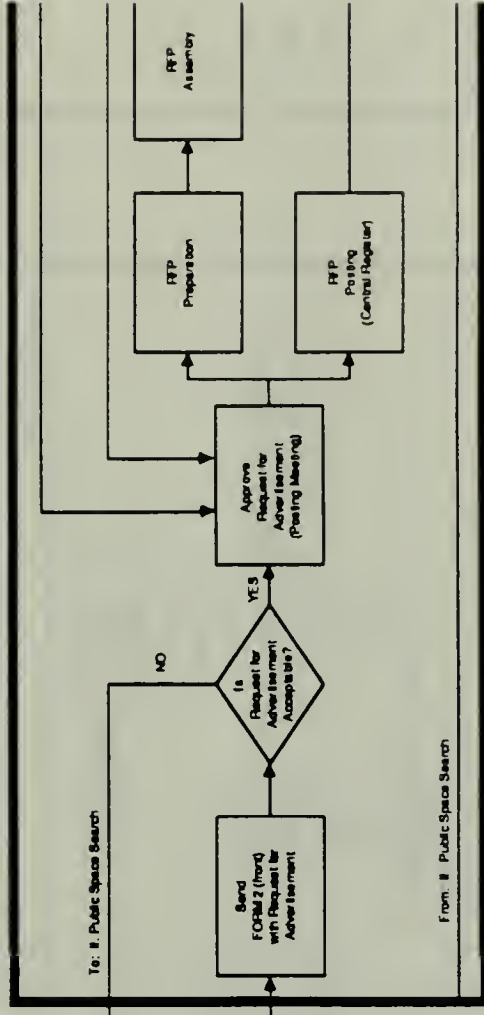
- NANTUCKET MASTER PLAN
15,000 sf

- Lease vs. Own Study
- Leasing Manual Revision
- Standard RFP Revision
- Leasing Process Revision
- Forms Revision/Development
- Economic Development Study
- Lease Tracking System
- Lease Document Revision
- Statistical Analyses of Rates, Agencies, Sizes
- Automation of Leasing Process
- Budget/Workload Analyses

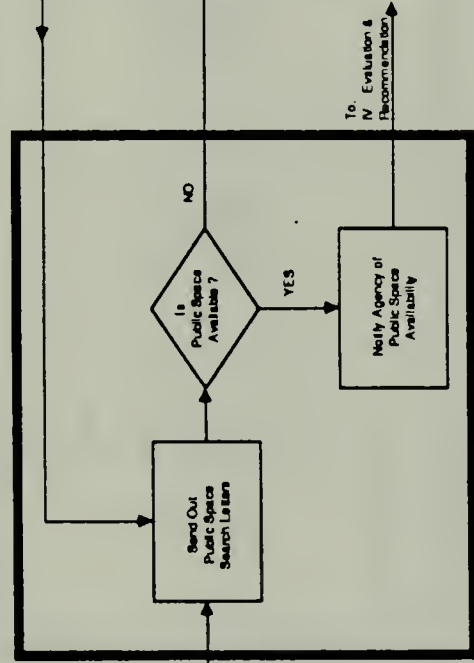
LEASING AND STATE OFFICE PLANNING UNIT

THE LEASE PROCESS

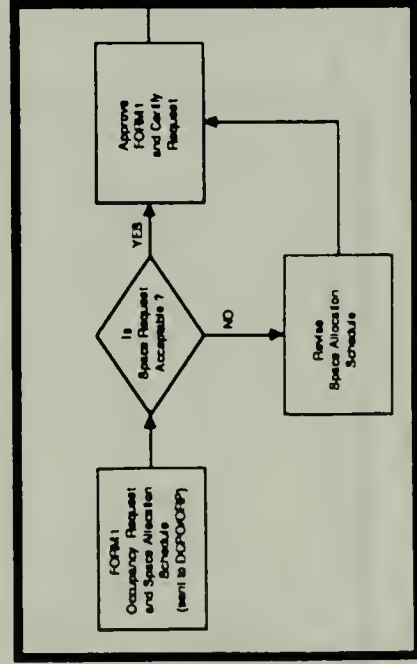
III. REQUEST FOR PROPOSAL PROCESS



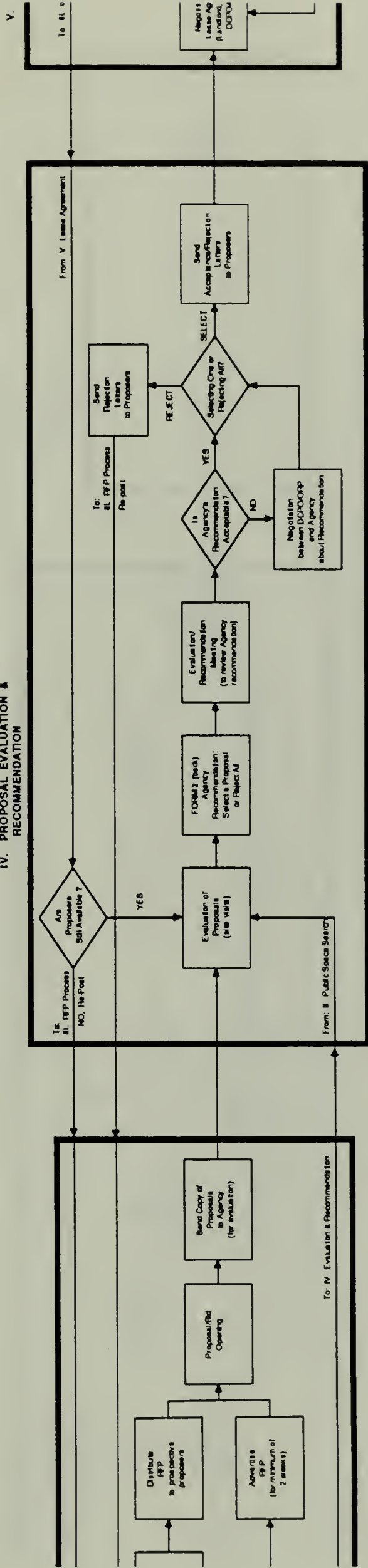
II. PUBLIC SPACE SEARCH



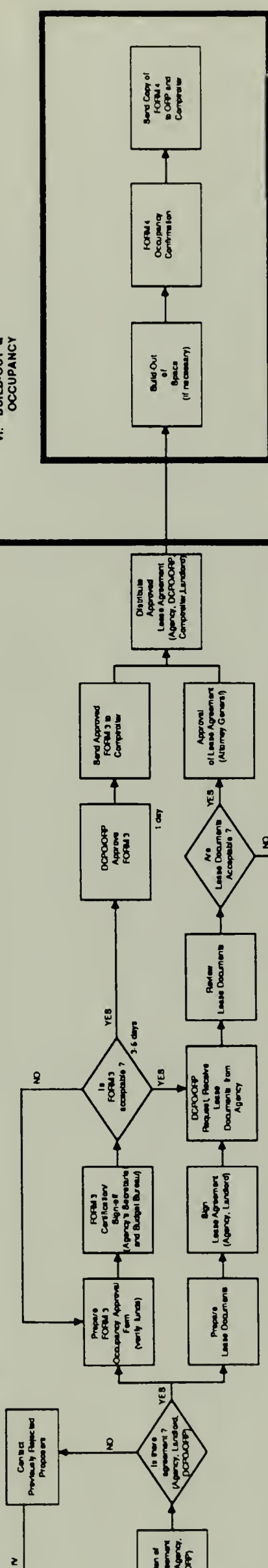
I. OCCUPANCY REQUEST & SPACE ALLOCATION SCHEDULE



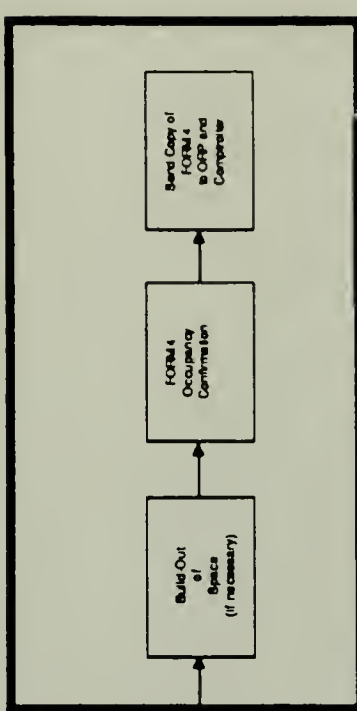
IV. PROPOSAL EVALUATION & RECOMMENDATION



LEASE AGREEMENT



VI. BUILD-OUT & OCCUPANCY



DEVELOPMENT AND DISPOSITIONS UNIT

OVERVIEW

DEVELOPMENT AND DISPOSITIONS UNIT

MISSIONS

- To secure Commonwealth property and privately-held real estate for the development of essential public education, health and human services institutions.
- To produce efficient plans and acquire economical facilities that meet the special work-space requirements of the administrative and operating agencies of the Commonwealth.
- To "market" underutilized Commonwealth properties to state and local government agencies for direct public use; where no public need for such properties exists, to administer surplus declarations.
- To appraise the value of surplus properties at their "highest and best use" in the private sector; to identify opportunities to derive public benefits from their disposition below market value; and to manage dispositions in the public interest, through open competition.
- For surplus Commonwealth properties with significant economic development, affordable housing, historic preservation or environmental protection potential, to formulate re-use programs that attract the interest and participation of private-sector development organizations.

DEVELOPMENT
AND DISPOSITIONS UNIT

IMPACTS

BOSTON STATE HOSPITAL

- 2,000 Jobs
- 200 Housing Units
- 25 DMH Housing Units
- State Operations Center
- DMH Job Placement
- Day Care

TPC: \$200 million

NEW CHARDON STREET

- 600 Housing Units, 400 Affordable
- 50 Bed Shelter
- DMH/DES Replacement Facilities
- Mixed Use Development
- Day Care
- 700 Car Parking

TPC: \$250 million

GREYLOCK GLEN

- 1,000 Acres Four-Season Resort
- 1,200 Housing Units
- Nordic/Alpine Skiing
- Public Access to Recreational Amenities
- Economic Development

TPC: \$256 million

CHILD CARE ENFORCEMENT

- 60,000 Square Feet Headquarters
- 400 Employees
- Programming/Space Planning
- Day Care
- Handicapped Accessible

TPC: \$9 million

NEW CHARDON STREET FEASIBILITY STUDY

INTRODUCTION

The Office of Real Property has worked with a Citizens Advisory Committee (CAC) to establish Development Guidelines for the redevelopment of the New Chardon Street parcel in the Government Center area of downtown Boston. The Committee has recommended that the development of affordable housing on the surplus 3.1 acre vacant property proceed in the context of a Master Plan for the entire 8 acre property, which includes the Lindemann and Hurley Buildings. The CAC has recommended the Office prepare a Master Plan for the full 8 acre site in order to provide the greatest development incentives for constructing affordable housing, to address urban design and environmental requirements, and to provide human service benefits on the site.

PROPERTY DESCRIPTION

The eight acre New Chardon Street parcel is framed by New Chardon, Cambridge, Staniford, and Merrimac Streets in the Government Center area. The site abuts the residential areas of Charles River Park and Beacon Hill, as well as the North Station Area, Bullfinch Triangle, and city, state, and federal office buildings. The Lindemann Building houses a DMH outpatient mental health facility and the Division of Employment Security occupies the Hurley Building.

HISTORY

In 1965, the BRA conveyed the 8 acre parcel (Parcel 1) to the Commonwealth to be used for construction of a state human services center. The site was formerly part of the West End neighborhood and was cleared as part of the Government Center Urban Renewal taking. Under the direction of architect Paul Rudolph, the state designed three buildings that would frame a dramatic public plaza. Only two of the three buildings were constructed; the Lindemann Building and the Hurley Building. The third, a high rise building, was never constructed, leaving a 3.1 acres of the site vacant.

In 1985, the unbuilt 3.1 acre portion of the site was surplused, prompting the governor to declare an affordable housing initiative for the site in June 1986. DCPO convened a CAC to formulate Development Guidelines, which were adopted in February 1987. In considering development options for the 3.1 acre parcel, the Committee was compelled to examine the relationships between this parcel and the balance of the 8 acre property.

PUBLIC BENEFITS

The anticipated public benefits of the redevelopment of the New Chardon Street site include 400 affordable housing units for qualified middle, moderate, and low income families and former West End residents, a fifty bed shelter for the homeless, set-aside housing for qualified DMH clients, and public open space improvements, as well as a quality development in an unfinished urban area.

ESTIMATED PROJECT VALUE: \$210,000,000

ELM BANK MASTER PLAN

INTRODUCTION

Chapter 624 of the Acts of 1986 authorizes DCPO to prepare a Master Plan for water supply development, parkland, and mixed income housing for the Elm Bank property in Dover, MA. The legislation was the result of the efforts of a Citizens Advisory Committee (CAC) convened in June 1985 to formulate and adopt Development Guidelines for the reuse of the property, which was declared surplus by the Board of Regents in 1984.

PROPERTY DESCRIPTION

The 180 acre property lies between the town centers of Natick, Wellesley, and Dover. The Charles River is the northern boundary of the site, which includes a 20,000 SF vacant mansion, carriage house, classroom building, and other out-buildings. The Quinobin Regional Vocational Technical School has leased the site since 1980.

HISTORY

The elms that gave the property its name were planted along the banks of the Charles River in 1750. The Baltzell mansion, which was completed in 1907, was designed by Carrere and Hastings. The formal gardens were designed by the Olmsted Brothers in the early 1900s. In 1976, the Board of State Colleges bought the property for higher education use from the Stigmatine Order, which had converted the estate into a school. Upon surplus declaration by the Board of Regents in 1984, DCPO surveyed the surrounding towns' interests in the site as a basis for initiating a redevelopment planning process.

PUBLIC BENEFITS

The legislation merges public objectives of water supply development, affordable housing development, and open space protection and recreation. Specifically, the legislation calls for protecting the water quality of the aquifer beneath the site, above all other uses and development. Approximately 140 acres of the property (Parcel A) have been authorized for transfer to the MDC for public park and water supply protection, while DCPO will lease or convey the remaining 35 acres (Parcel B) for development of approximately 60 housing units affordable to moderate income families. DCPO will enter into long term lease or easements with a four town consortium of Dover, Natick, Needham, and Wellesley for well development.

ESTIMATED PROJECT VALUE: \$ 25,000,000

SALEM ARMORY REUSE PROJECT

INTRODUCTION

The Office of Real Property convened a Citizens Advisory Committee in September 1986 to prepare a set of development guidelines for the productive redevelopment of the Salem Armory. Adopted in December, the Guidelines call for redeveloping the Armory site and buildings in a mixed-use development that may include housing, civic, and cultural uses. A mixed-use plan without an affordable housing component may be considered if it is economically feasible and exceeds the public benefits of affordably priced housing. Local legislators are currently filing legislation to authorize the disposition of the site to a private developer for the purposes indicated in the Guidelines. The Office will prepare and issue a Request for Proposals once legislation is enacted.

PROPERTY DESCRIPTION

The Salem Armory is an unusual gothic castle-like historic building on a 32,000 SF lot on Essex Street, midway between the Custom House and Pickering Wharf to the west and Washington Street and the Witch House to the east and in the heart of downtown Salem, MA. Originally containing some 69,000 SF, the Armory fits snugly between the Essex Institute and a small city park across from the Peabody Museum. To the rear of the main building, or head house, is a 15,000 SF drill shed consisting of a single space spanned by a pitched roof. A deep basement runs under both buildings. A three story administrative wing is connected to the rear and side of the drill shed. Extensive fire damage, which gutted the head house, occurred in 1982 and 1983.

HISTORY

Built in 1908 and designed by John C. Spofford, the Armory is located in the neighborhood designated as the Salem Common Historic District, which is listed on both State and Federal Registers of Historic Places. The Armory served the Massachusetts Army National Guard until a fire in February 1982 rendered the complex unusable. In 1985, after an engineering study concluded that renovation of the Armory for continued National Guard use was infeasible, the Department of Public Safety notified DCPO that the Armory was surplus to its needs. Since that time, DCPO has been working with state agencies, the City of Salem, and the CAC to identify state and local goals for the redevelopment of the site.

PUBLIC BENEFITS

The CAC Development Guidelines state a strong preference for the creation of affordable housing for middle and moderate income residents of Salem, which is experiencing a dramatic increase in the cost of housing similar to that occurring in the metropolitan Boston area. A portion of the Armory will be reserved for civic and cultural uses that directly benefit the Salem area. The architectural and historical integrity of the existing building envelope will be retained to preserve the character of the building and the neighborhood.

ESTIMATED PROJECT VALUE: \$ 10,000,000

MASSACHUSETTS COLLEGE OF ART: LONGWOOD BUILDING

INTRODUCTION

The Office of Real Property, DCPO, is in the preliminary stage of the planning and disposition process for a site occupied by the Massachusetts College of Art (MCA). The property is of strategic value to the Longwood Medical Area (LMA) community in general and Beth Israel Hospital (BI) in particular.

LOCATION

The site is a 2.7 acre parcel located within the Longwood Medical Area (LMA) in the City of Boston at the intersection of Brookline and Longwood Avenues. The property includes a four story steel frame building of 97,000 GSF, with two one-story connecting structures and a parking area of 150 plus cars.

HISTORY

On December 13, 1983, the Board of Regents declared the property surplus effective immediately after the MCA has vacated the premises. On February 2, 1984, DCPO informed the Regents that it intended to interpret the Board's vote as a present declaration that the property is surplus with the express understanding that MCA activities must be relocated prior to final disposition.

Currently, a high level of concensus already exists within the LMA community over development goals for this parcel. For years Beth Israel Hospital has expressed interest in the parcel as a site for expansion; Beth Israel's interest is supported by MASCO (Medical Area Services Company), an independent management company that acts on behalf of the Longwood Medical community to coordiate planning and infrastructure development for the LMA. MASCO has initiated preliminary planning for possible redevelopment of the site.

PUBLIC BENEFITS

The principle challenge of this project will be to develop a balanced use and development plan reflecting both the concerns of the LMA institutions and the potential public purposes the project may serve. Although DCPO is in the preliminary stages of the planning process, discussion among LMA, MASCO, and DCPO representatives have generated a range of possible programs that provide public benefits.

Among others, the following public benefits have been proposed: a health education/crisis support center for families of LMA patients, a medical research cooperative facility to increase the state's profile as a leader in emerging medical technology, congregate housing with medical care for the elderly, and a medical museum.

ESTIMATED PROJECT VALUE: \$30,000,000

BOSTON STATE HOSPITAL MASTER PLAN

INTRODUCTION

The 125 acre Boston State Hospital site, declared surplus by the Department of Mental Health, has emerged as a key element in a bid for economic growth by residents of Mattapan, Dorchester, and Roxbury. In an effort to accomplish local goals for job creation, housing, and open space preservation, the Office of Real Property will prepare a Master Plan that will elaborate on Development Guidelines formulated by the Citizens Advisory Committee, once legislation authorizing DCPO to dispose of the site is enacted. Based on the results of the Master Plan, DCPO will issue an RFP for redevelopment of the site.

PROPERTY DESCRIPTION

The entire Hospital campus consists of 175 acres of rolling topography, mature vegetation, and rich soils. Although much of the site is developable, portions of the parcel consist of wetlands and sloping hillsides too steep for building. Located 24-30 minutes from downtown Boston, the property sits within an area needing revitalization. Currently, the DMH controls over 40 buildings, the Department of Corrections (DOC) operates a Pre-release Center on MDC land, and the Department of Youth Services operates a facility.

HISTORY

Boston State Hospital opened at the present site in 1890 as a facility that would provide care for mentally ill citizens in a country-like setting. The Hospital became increasingly underutilized during the "deinstitutionalization" era; the client population fell from 3,500 in the 1960s to 400 in 1977. In spring of 1985, DCPO and EOHS convened a Citizens Advisory Committee to define development priorities of the community. Adopted June 1985, the Guidelines call for a mixed use development designed to foster economic growth and social opportunities for the local citizenry. Soon after adoption of the Guidelines, the DMH declared 125 acres of the Hospital property surplus to its needs, retaining almost 50 acres for current and potential future uses.

PUBLIC BENEFITS

The Development Guidelines present broad public goals for the redevelopment of the hospital that will make the site a nexus for neighborhood revitalization. The development could create as many as 2,000 new jobs, which would be made accessible to local residents and qualified DMH clients through support programs such as job training, literacy, placement, day care and requirements for minority-owned firms. Approximately 22 acres have been set aside to build 200 affordable housing units for low and moderate income families, 10 to 15% of which will be qualified DMH clients. Among other open space improvements that will enhance scenic recreational opportunities on the site, the existing community gardens will be upgraded and expanded.

ESTIMATED PROJECT VALUE: \$ 125,000,000

CUSHING HOSPITAL

INTRODUCTION

The Office of Real Property is in the preliminary stage of the planning and disposition process for the site occupied by the Cushing Hospital. Since December 1985, the Office of Programming has been conducting a feasibility study on a new geriatric care center to include 266 hospital beds and 134 phased housing beds on the Cushing site.

LOCATION

Cushing Hospital is located a few miles south of Framingham center in Framingham, MA. The site, 117 acres of flat relatively open land, sits between two Metropolitan District Commission reservoirs and Farm Pond, a town recreation park. The major access road is Dudley Road. Adjacent land uses are low density residential and include two schools, Keefe Vocational School and an elementary school. The property contains 60 single-story buildings totaling 500,000 SF. Generally, the buildings are in good condition.

HISTORY

Cushing Hospital was constructed in 1943 as a temporary war-time military hospital and became a Veterans Hospital after the war. In 1953, the Hospital was deeded to the Commonwealth, which converted the facilities into a DMH chronic care geriatric hospital in 1957. In 1984, the facility was transferred from DMH to the Department of Public Health.

The Cushing Hospital Task Force recently recommended that the Cushing site, excluding some 15 acres needed for the new hospital, be surplused for housing development. The Task Force has further recommended the the Offices of Real Property and Programming, DCPO prepare a master plan for development of the site in anticipation of filing disposition legislation.

PUBLIC BENEFITS

While development of the new Cushing Hospital is integral to the long-term goals of DPH and EOHS, DCPO is in the process of master planning development of the site to include other public purposes. The master plan will include provision for possible future expansion of the geriatric care center, 40 units of elderly housing, and a minimum of 31 units of Chapter 705 family housing. In addition, the study will explore development of 200-300 units of family housing, 25% of which will be eligible for the state's SHARP and HOP assistance programs.

ESTIMATED PROJECT VALUE: \$ 35,500,000

MASSACHUSETTS COLLEGE OF ART: KENNEDY AND ADMINISTRATION BUILDINGS

INTRODUCTION

The project is for mixed use development of the Kennedy and Administration Buildings on the main Massachusetts College of Art (MCA) campus. The plan will satisfy a need for housing through an integrated student housing/artist working and living space scheme and will enrich the campus with uses such as galleries, restaurants and retail outlets for art supplies or books. The plan might also include development of an adjacent MCA parcel for parking, the revenues of which would offset public purposes such as artist housing.

LOCATION

The parcel under consideration contains approximately 2.5 acres. It is situated on the Northwesterly side of Huntington Avenue and also bounded by Palace Road, Longwood Avenue and the balance of the MCA campus. The 130,000 GSF Kennedy Building and the 54,000 GSF Administration Building are currently designated as swing space, to be used by the college while the remainder of the campus is being renovated and prepared for use.

HISTORY

Since these buildings are not programmed for use following completion of the Master Plan project, they are being considered by DCPO, the Board of Regents and the MCA for other future uses. Particular attention has been given to uses which would complement the college while simultaneously providing other identified public benefits, such as affordable housing for artists, student housing and support to the artists community.

At present these buildings are under the control of the Board of Regents and MCA and have not been declared surplus to state need. It is estimated that they would be available for alternative use and development in three to five years.

PUBLIC BENEFITS

The proposed scheme offers significant benefits, including integration of artist housing and other related uses on the campus to enrich the learning environment and provide students with role models, valuable resources and other opportunities. The project would help satisfy a critical need for affordable housing for artists in the city and would contribute to the preservation of a vital arts community in Boston. MCA would gain some needed student housing space, enabling it to serve students from across the state and fulfill its intended purpose to be a statewide resource. The development would create a new "magnet" for arts related activities in the city and would enrich the overall urban environment. Importantly, the use of a private development vehicle would avoid direct capital outlay by the state.

ESTIMATED PROJECT VALUE: \$13,500,000

NORTHAMPTON STATE HOSPITAL

INTRODUCTION

Since 1986, the Office of Real Property has worked with a Citizens Advisory Committee to establish reuse guidelines for the 175 acre surplus portion of the Department of Mental Health's Northampton State Hospital. The Committee recommends a mixed-use development be created on the surplus property to fulfill state, regional, and community goals for economic development, job creation, affordable housing, and open space/agricultural preservation. The Guidelines call for the preparation of a Master Plan to create a balanced mix of land uses consistent with environmental constraints, market demand, and community aspirations.

PROPERTY DESCRIPTION

Located in Northampton, MA, the 500 acre Hospital site is bounded by Mill River in the north and Earle Street to the south. Of this, 175 acres of the land and buildings are being planned for new uses and will be disposed of by DCPO. The 175 site contains a 400,000 SF group of connected buildings (the Main Complex), most of which has been vacant for many years. The property also contains ancillary buildings and houses, agricultural land, open space, and community gardens.

HISTORY

The original buildings of the Main Complex were built in the 1850s as a mental health hospital, which continually expanded until it was replaced by a newer facility nearby, the Memorial Complex. Since the late 1970s, the Northampton facility has been consolidated and phased down pursuant to the provisions of the Brewster consent decree, which established guidelines for community placement of hospital patients. Subsequently, DMH declared 450 acres of land, including the Main Complex, surplus to its needs in August 1984. By January 1986, DCPO initiated a transfer of control of some 280 acres of the surplus land to the Department of Food and Agriculture (Ch. 568, Acts of 1983). Since then, DCPO has worked with a Citizens Advisory Committee to develop guidelines for redevelopment of the remaining 175 acres.

PUBLIC BENEFITS

The Development Guidelines call for a mixed-use development that provides a range of public benefits, including preservation of the scenic and natural character of the site, programs that open the site for public use, commercial and light industrial uses to support jobs for local residents, agricultural business development to support using the site's fertile soils, affordable housing for the community, and on-site training, employment, and housing opportunities for DMH clients.

ESTIMATED PROJECT VALUE: \$129,000,000

